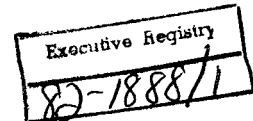


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MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Director, Intelligence Community Staff  
Chairman, E Career Service

2 AUG 1982

FROM: John N. McMahon  
Deputy Director of Central Intelligence

SUBJECT: Senior Officer Development Program Implementation,  
FY 1983

1. To ensure that qualified senior officers are available to carry out Central Intelligence Agency (CIA) and Intelligence Community Staff (ICS) missions and to encourage and assist candidates and Senior Intelligence Service (SIS) officers to realize their full professional potential, I have approved continuation of the Senior Officer Development Plan (SODP) as modified. Succession planning, candidate development and selection of senior officers for senior positions are essential elements of the Agency's personnel management process. Therefore, I am placing emphasis on the SODP as a planning and management tool to assist you in carrying out your assigned mission. At the same time, senior officer development planning must take into consideration EEO and Affirmative Action Program goals, uniform precepts for panels, and individual input on preferences and aspirations.

2. As you will recall, last year we streamlined the formal reporting requirements contained in the SIS/SODP. Namely, we eliminated the formal requirement for lists of positions available for inter-Career Service developmental assignments to be distributed to other Career Services by the Director of Personnel. The matching of officers available for developmental assignments with appropriate positions is now a Career Service responsibility. The Senior Officer Development Roster and listing of SIS candidates continue to be a product of board and panel decisions that are maintained at the Career Service level for personnel management planning purposes. Other revisions to the SODP included limiting formal succession planning and reporting to GS-15 through SIS-4 level officers, as opposed to GS-13 through SIS-4, which is more realistic in terms of assessing the officer's qualifications and potential for SIS assignment; and finally we have limited the identification of SIS candidates primarily to the GS-15 level versus including GS-13 and GS-14 level officers. Obviously, there will be exceptions where a "fast track" GS-13 or GS-14 officer may be selected by the Career Service as an SIS candidate or for inclusion in its Succession Planning List.

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3. In accordance with the guidelines contained in the SODP and recognizing that this is a dynamic process, the Career Services should prepare and have available the following information by 1 October 1982.

a. Succession Planning List - This list should cover every SIS-1 through 4 position. Possible replacements will be limited to SIS and GS-15 personnel who are considered qualified for SIS assignment immediately or in one to three years. This listing is to be submitted to the Director of Personnel.

b. Senior Officer Development Roster - A roster for FY 1983 of individuals in grades GS-15 and SIS-1 through 4 identified for further development through training and assignment. Preparation of this information is geared to the Career Services (and Subgroup) panel schedule for GS-15 and SIS-1 through 4. Career Service Heads and Subgroups should have available current rosters of GS-13 and GS-14 officers considered to have potential for GS-15 and/or SIS assignment, although this information is no longer considered a part of the SODP. (See Section V, SODP excluding reference to GS-13 and GS-14 level officers.)

c. List of Candidates - (GS-15 and above) available for developmental assignment outside the parent Career Service. The listing should include:

1. Name and grade.
2. Current assignment including a brief description of duties.
3. Type of rotational assignment desired and location.
4. Timing and duration of assignment.
5. Individual goal derived from rotational assignment.

This list should be a product of panel deliberations and recommendations for the SOD roster. Its preparation and updating should follow the panel schedules for GS-15 and SIS with updated lists submitted to the Career Service Head after each panel exercise.

4. The Career Services will deal with each other directly in arranging interdirector assignments. The Director of Personnel will provide assistance as required. I will expect the Heads of Career Services to ensure that SODP information is current and that a concerted effort is made to ensure that appropriate developmental assignments are effected.

## Distribution:

/S/ John N. McMahon

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John N. McMahon

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